



NORTH CAROLINA

Department of Transportation



Successful Project Delivery

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Successful Project Delivery

If any of us fail, we all fail.

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Three main components discussed today:

- Communication
- Safety
- Continual Process Improvement

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- **Communication**
 - ✓ Effective Meetings
 - ✓ Timely Decision Making
 - ✓ Management Support

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- **Communication**

- Effective communication should begin upon award of the contract and continue until project acceptance.
- Preconstruction Conferences, Monthly Construction Meetings, and other stakeholder meetings are opportunities to set the project up for success.

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- **Communication**



- Preconstruction Conferences should be a brainstorming session and more than just reading the contract or checking off the agenda items noted in the Construction Manual.

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- **Communication**

- All parties should arrive at the Preconstruction Conference prepared in order to ensure an effective meeting.
 - Contractors have required paperwork in-hand if not submitted beforehand.
 - Contractors and subcontractors are familiar with the project.
 - RE, ARE, & Inspectors should be familiar with the project, contract requirements, and potential hurdles as well.

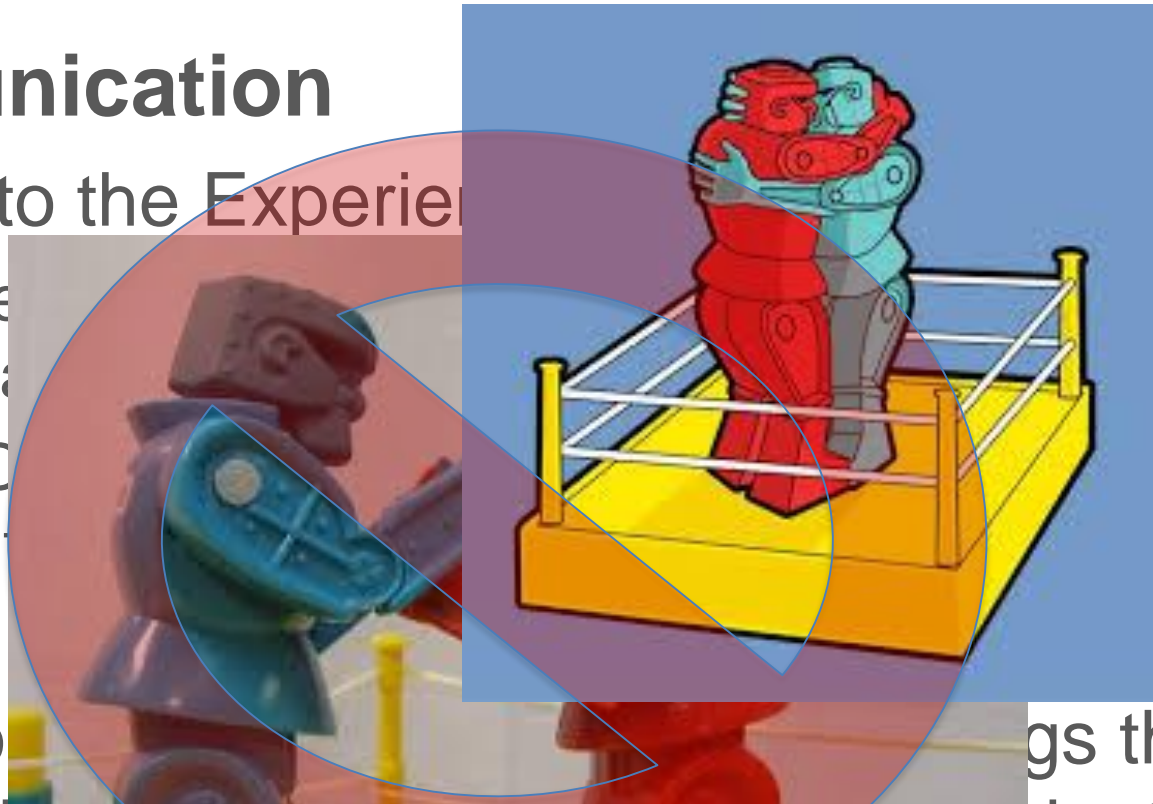
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- **Communication**

- Listen to the Experience

- There are no contracts
 - It is only a contract from the

- Develop a team that all parties are in this together if the project is going to be a success.



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- **Communication**



- Management (DOT & Contractor) must maintain periods of time without talking on the horizon. It doesn't matter if there are problems.



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Verizon

2:09 PM

89%

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RECOMMENDED TOPICS FOR PRECONSTRUCTION CONFERENCE

Introductions

- Name and Job Title

Setting the Project Up for Success

- Expectations for how business is to be conducted (Division perspective)
- Expectations for how business is to be conducted (Contractor perspective)
- "Sense of Urgency"
- Proactive Approach to problem solving
- Establish Team Approach
 - Not your problem or my problem but **OUR** problem

Lines of Communication

- Escalation Process for problem resolution (W.S. Varnedoe memorandum, dated May 9, 2005)
- Authority of Project Personnel
 - Name the Resident Engineer, Project Engineer and Project Inspector
 - Name the Project Superintendent, Traffic Control Coordinator, etc.
- Discuss to Whom the Contractor should send Correspondence
- Phone number list for Emergency Call Back

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- **Communication**...*straight from the Construction Manual...*

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RECOMMENDED TOPICS FOR PRECONSTRUCTION CONFERENCE

Setting the Project Up for Success (*continued*)

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- Establish Team Approach
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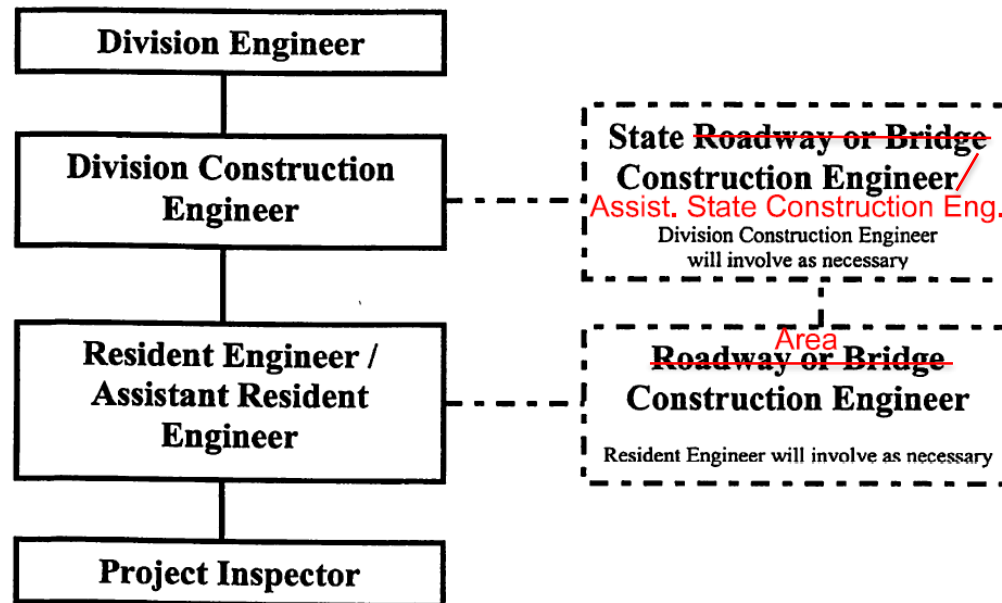
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- **Timely Decision Making**

- Establish a process and reiterate the importance of timely decisions at the Preconstruction Conference.
- Review the Escalation Process
 - It's nothing new...some titles may have changed, but the process is still the same.
 - Establish ideal timeframes for decisions
 - Ideal = you can't have a "one size fits all" timeframe...different situations require different levels of urgency...not everything is an emergency, but not everything needs to take an extended period of time.

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Escalation Process for Project Resolution on Contract Construction Projects



- Any problem should be escalated to next level if any of the following criteria are met:
 1. You do not have the authority or expertise to resolve the problem
 2. There is not agreement on the solution or answer to the problem
 3. There is not agreement on the timeframe for resolution of the problem
- The Contractor and DOT Team should establish, at the Preconstruction Conference, realistic timeframes for problem escalation.

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- **Timely Decision Making (*continued*)**
 - **Contractors have to have timely decisions to stay on schedule.**
 - **As one contractor has said, “It may not be the answer that I want, but at least I have a decision and know how to move forward to accomplish the work and protect my cost interests”.**
 - **Take ownership of a decision. If wrong, admit to it and move on, even if corrective work will cost some money.**

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- **Management Support (by all parties)**



- **DOT and CEIs have to empower inexperienced / young inspectors.**



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- **Management Support by All Parties**

- **Management needs to reiterate to career / experienced employees that it's OK to "think outside of the box".**
- **Ask yourself, are we achieving the same end results without jeopardizing safety, environmental stewardship, and long-term maintenance by going about it in a different manner?**

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- **Management Support by All Parties**
 - **Contractors need to understand that new employees have to be trained and gain experience somewhere, so it may be on their project where they can shadow more experienced inspectors.**

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- **Safety...*it's everyone's responsibility***
 - Safety won't be sacrificed due to acceleration
 - Personnel new to the environment need to be properly trained and not just thrown out on a project.
 - Contractors should include DOT & CEI inspectors at Tailgate Safety Meetings
 - Discuss the next day's operations and the safest location to park.

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- **Safety...*it's everyone's responsibility***
 - An increased number of distracted drivers means we need to watch each other's back more than ever...regardless of the name on the side of the truck.
 - Know your environment: An employee could be used to working on a new location project and is now working next to traffic.

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- **Safety...*it's everyone's responsibility***
 - Texting & Driving is not the only issue now, but also using devices while walking.
 - DOT, CEI, and many Contractors have provided their employees with mobile devices, so we need to remind ourselves of the dangers while looking something up, emailing, or taking pictures when exposed to the dangers of construction.

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- **Continual Process Improvements**
 - We should all be looking for process improvements / changes
 - Its OK if a process is different than what we have always done.
 - Look at the big picture – Are we achieving the same end results and just going about it differently?

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- **Continual Process Improvements**
 - **Look at ways to be more efficient. This can be the contractor's operations or inspection processes.**
 - **Think outside of the box.**

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- **Key Take Aways**

- ✓ All of this can be summarized in one word,
COMMUNICATION!
- ✓ We will not and cannot jeopardize **Safety, Quality, or Environmental Stewardship** for Acceleration.

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We've got to achieve it all
to deliver a successful program.

